

THE INSTRUCTOR: Raymond P. Wenig is regional manager of The Information Processing Directorate at C-E-I-R's research and data processing center in Boston. His work in the PERT/CPM field includes system development and implementation, consulting with engineering and management personnel on reporting and scheduling techniques, and co-authorship of the text, "PERT/Cost: Principles, Concepts and Applications." Mr. Wenig is experienced in applications of linear programming to such areas as production facility allocation, use of time series analysis, industrial dynamics and management simulations, and in computer programming for scientific and engineering applications. He is a graduate of the Massachusetts Institute of Technology.

REGISTRATION: Tuition, including all course materials and luncheons, is \$195 for the first student and \$175 for each additional student from the same organization. Classes begin each day at 9 a.m. and continue through 5 p.m. Hotel rooms are not included.

HOTEL ACCOMMODATIONS: The seminar is at the Executive House, 1515 Rhode Island Ave., N.W., Washington, D. C. The hotel is holding a block of rooms for seminar participants at \$14 (single rate) until two weeks before the seminar. Free parking is offered guests. The hotel phone is (202) ADams 2-7000.

OTHER COURSES: The C-E-I-R seminar program covers subjects in data processing and the management sciences. Among those now scheduled are:

- System and Program Design
- List Processing
- ALGOL for FORTRAN Programmers
- Survey of Data Communications
- Documentation and Debugging

For an outline of these courses, or to be placed on the mailing list for seminar announcements, write:

**Registrar
Institute for Advanced Technology**

C-E-I-R^{INC}

**1200 Jefferson Davis Highway
Arlington, Virginia 22202**

ADVANCED PROJECT PLANNING AND CONTROL SYSTEMS

Course Outline

TOPICS

PROJECT PLANNING

- The Planning Process • Management responsibilities • Determining project requirements • Constructing summary plans • Developing detail plans • Forecasting future events • Evaluating management plans • Improving the planning process

REPRESENTATION OF PROJECT PLANS

- Objectives of Plan representations • Blocked time charts • Work Sequence displays • Analog models • Integrated network displays • Project Simulation models • Organization models • Future representation methods

PROJECT ESTIMATING

- The estimating process • Estimating project time requirements • Segregating major time objectives • Determining detail level time estimates • Developing resource and cost requirements • Evaluating time, cost, and resource estimates • Estimating work priorities • Revising estimates • Pinpointing responsibility for estimates • Improving the estimating process

PROJECT PLANNING INFORMATION

- Generating Project time, cost and resource plan reports • Reviewing types of project information • Utilizing planning information • Measuring plans versus objectives • Modifying plans • Simulating decision alternatives • Improving planning information

PROJECT SCHEDULING

- The scheduling process • Requirements for scheduling • Setting work schedules • Considering limited resources • Allocating resources on a priority criteria • Evaluating overall effects of schedules • Making scheduling decisions • Revising schedules • Improving the scheduling process

PROJECT SCHEDULING INFORMATION

- Producing schedule reports • Review of types of scheduling information • Analysis of schedules • Evaluating alternative schedules • Measuring scheduling conflicts • Simulating schedule revisions • Setting work schedules

PROJECT CONTROL

- Monitoring actual work • Collecting actual time, cost, and resource expenditures • Developing pertinent project information • Reviewing project status • Identifying project problems • Analyzing project problems in detail • Constructing alternative decisions • Evaluating possible decisions • Selecting and implementing appropriate decisions • Measuring information feedback • The project control cycle • Improving Project Control

PROJECT PLANNING AND CONTROL SYSTEMS

- Review of operational systems • Choosing an appropriate system • Mating a system to the organization • Implementing the system • Operating trials • Adjusting the system • Keeping the system dynamic • Improving the system

MANAGEMENT OF A PROJECT PLANNING AND CONTROL SYSTEM

- Establishing system requirements • Objectives of systems management • Staffing the operating group • Training participants • Determining operating procedures • Automating segments of the system • Linking the proposed system to the current organization

OPERATIONAL USE OF PROJECT PLANNING AND CONTROL SYSTEMS

- Operating examples • Potential problem areas • Overcoming organizational resistance • Tuning the system to the organization • Long range systems improvement • Future advances in project planning and control systems

INTEGRATED ORGANIZATIONAL SYSTEMS

- Other operational systems within an organization • Linking internal systems together • Automating total systems • Projecting organizational trends • Staying abreast of changes • Survey of peripheral catalysts • A look at the future

C-E-I-R^{INC} is an international applied research and data processing corporation that offers analytical, scientific and computer services to business, science and government. Founded in 1954, it is today the world's largest, most experienced and best equipped independent organization in its field. The C-E-I-R professional staff includes several hundred mathematicians, statisticians, economists, operations researchers, management scientists and others from a variety of disciplines. In addition, many of the finest scientific and professional men in America are retained on a consultant basis. Augmenting this professional capability are modern electronic computing equipment, and skilled computer programmers and operations personnel at computing centers in five major U.S. cities, London, The Hague and Mexico City.



is the latest expression of C-E-I-R's long-standing involvement in management education. The revolutionary nature of computer-based methods made education an integral part of C-E-I-R operations from the beginning. This relationship is formalized through the Institute for Advanced Technology. IAT faculty members are drawn primarily from the ranks of C-E-I-R's professional and computer operations staffs. Its curriculum is drawn from subjects in which C-E-I-R staff members are expert—recognized for excellence in day-to-day application of the art and science of computer usage to the real problems of C-E-I-R customers in business and industry. Sharing these new skills through seminars in major cities, management clinics, and special, in-plant training programs is the major goal of the Institute for Advanced Technology.

MANAGEMENT PLANNING AND
CONTROL OF PROJECT SITUATIONS

Dear Sir:

The three day seminar, ADVANCED PROJECT PLANNING AND CONTROL SYSTEMS, is a comprehensive introduction to the advanced concepts of management planning and control for project situations. It focuses on processes surrounding the manager, his project, his organization and his planning and control mechanisms. From this point, the presentation will develop the need, design, operation and results of many new and powerful techniques that can be utilized to increase the effectiveness of management planning and control. These techniques include:

- + Integrated information systems
- + Network systems
- + Time/cost optimization
- + Performance evaluation mechanisms
- + Resource allocation
- + Multi-project systems
- + Enterprise simulations
- + And many others.

The techniques covered are intended for computer application, and the presentation is intended for both the project manager interested in learning about them, and for the data processing and systems personnel involved in executing them. No data processing background is required, but some experience in project situations is necessary.

The course is taught by Raymond Wenig, who is an expert in the design, development and implementation of project information and control systems. His views and experience on these systems are based on a history of operational use and a close association with project responsibilities. Mr. Wenig's presentation will follow a pragmatic orientation and will include a wide variety of operational examples.

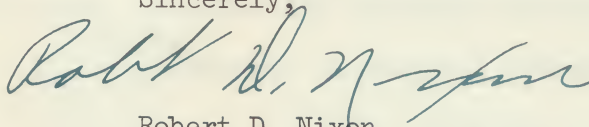
The strong emphasis placed on using these advanced techniques will permit you to receive both an introduction to their method and a feel for their operation and effect in an organization. In addition, a number of workshop examples will give you simulated experience with the techniques.

Some of the concepts to be covered in this course are new and several of them are still in early stages of operation. It is expected that you will come prepared to participate in an open discussion on how some of these systems will effect an organization, particularly yours.

At the end of this course, you will have a new feel for where you as a manager fit in the project planning and control process. You will also have a comprehensive introduction to new and fruitful techniques that can be used to improve your managerial skills and performance. In addition, you should be able to formulate and implement some of the important aspects of these techniques directly into areas of your responsibility.

Because enrollment in this class will be limited, please phone or mail your registration today.

Sincerely,

A handwritten signature in blue ink, appearing to read "Robert D. Nixon", written in a cursive style.

Robert D. Nixon
Director of Curriculum

ADVANCED PROJECT PLANNING AND CONTROL SYSTEMS

A Three-Day Seminar

An advanced seminar for all levels of technical and administrative management with project planning and control responsibility. Data processing and systems personnel interested in project work will also benefit from this course. The major subject of the seminar is the development, dissemination and utilization of appropriate project information. The manager's role in the project planning, scheduling and control processes are reviewed in depth. New management techniques are covered to bring these processes under better control. Techniques to be covered involve integrated information systems, network methods, time/cost tradeoffs, resource allocation, multi-project systems and several others. These techniques will be discussed from a manual and computerized form of operation. Familiarity with project situations is desirable.

**Executive House
Washington, D. C.
August 17, 18, 19**

Register me for: ADVANCED PROJECT PLANNING ☐

NAME: _____

TITLE: _____

COMPANY: _____

ADDRESS: _____

PHONE: _____

Please Register This Additional Student:

NAME: _____

TITLE: _____

CHECK ENCLOSED ☐

Bill My Company ☐

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